



**DEPARTMENT OF THE ARMY**  
**U.S. ARMY WHITE SANDS MISSILE RANGE**  
100 Headquarters Avenue  
WHITE SANDS MISSILE RANGE, NEW MEXICO 88002-5000

REPLY TO  
ATTENTION OF

CSTE-DTC-WS-CG

16 OCT 2003

MEMORANDUM FOR Commanders, Directors, Office Chiefs of Team WSMR

SUBJECT: Policy Letter #9: Alternative Work Schedules

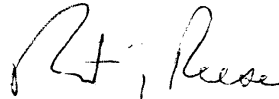
1. Directors are assigned and held responsible for total operating cost objectives, meeting mission and customer satisfaction, and held accountable for achieving them. Regular, variable, compressed, and flexible tours can be used to achieve these objectives, and directors are required to maintain an appropriate level of manning on any given day to achieve the above customer demands.
2. It must be recognized that work schedules are tools that work teams may use to accomplish the mission and meet other objectives, and there is no entitlement to one work schedule over another based solely on personal preference. If personal preferences can be accommodated while enhancing mission accomplishment, that, obviously, would be a good, responsible choice. Conversely, if personal preferences would have a negative impact or be detrimental to mission or customer support, they cannot be accommodated. It is incumbent upon each directorate to develop and maintain realistic work schedules that will enhance mission support and ensure achievement of organizational objectives. For safety reasons, consideration of the nature of the work performed; fatigue factors; and total length of workday, to include commutes and turnaround times between daily schedules, must be an integral part of planning and implementing any workday of more than 8 hours.
3. All work centers, offices, and directorates must be open for business 80 hours per pay period, with adequate staffing to meet mission and customer support needs. WSMR has five work schedules authorized, and each employee must be assigned to one of the five, consistent with organizational objectives: (1) Regular—Eight hours per day, 5 days per week; (2) Variable tour—Daily start times vary from one day to the next as dictated by range schedules; (3) 5/4/9 Compressed—80 hour per pay period, consisting of one 8-hour day, eight 9-hour days, and one additional day off; (4) 4/10 Compressed—four day schedule of 10 hours per day in each administrative work week with normal daily start times no earlier than 0600 and ending times no later than 1800 hours; and, (5) Flexible—eight hour days where employees may schedule, with supervisory approval, daily start times no earlier than 0600 and no later than 0930, with corresponding ending times no earlier than 1430 and no later than 1800 hours.

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4. Work schedules have traditionally been dictated or prescribed by firm policy, union contract, or top management. This work schedule policy is a flexible tool that, when used properly, should enable a rational balance between individual needs and desires and organizational effectiveness.
5. Please disseminate this policy to all personnel and post a copy on official bulletin boards.



ROBERT J. REESE  
Brigadier General, USA  
Commanding

DISTRIBUTION:

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